General Administrative Functions for Company Officers

Course Plan

Course Details

Certification: Fire Officer (Level I and II)

CTS Guide: Company Officer

Description: This course provides information on general administrative functions and the implementation of department policies and procedures and addresses conveying the fire department's role, image, and mission to the public.

Designed For: Aspiring company officers

Prerequisites: Meet the educational requirements for Fire Fighter II

Standard: Complete all activities and formative tests.

Complete all summative tests with a minimum score of 80%.

Hours: Lecture: 13:00

Activities: 5:00

Testing: 2:00

Hours (Total): 20:00

Maximum Class Size: 32

Instructor Level: Current State Fire Training registered instructor

Instructor/Student Ratio: 1:32

Restrictions: None

SFT Designation: CFSTES

Required Resources

Instructor Resources

To teach this course, instructors need:

- *Fire and Emergency Services Company Officer,* fourth edition, International Fire Service Training Association, 2007, 0879392819

or

- *Fire and Emergency Services Administration: Management and Leadership Practices,* second edition, Smeby, Jones and Bartlett, 2014, 9781449605834

and

- *Fire Officer: Principles and Practice,* second edition, Jones and Bartlett, 2010, 9781449600621

and

- *Management in the Fire Service,* fourth edition, Jones and Bartlett, 2008, 9780763751692

Online Instructor Resources

The following instructor resources are available online at http://osfm.fire.ca.gov/training/instructorresources.php:

- Company Officer: Fire Administration for Company Officers course plan
- List of state and federal laws and regulations included under "California Laws Relating to Fires and Firefighters," on the CAL FIRE website. http://osfm.fire.ca.gov/firelaws/firelaw.php

Student Resources

To participate in this course, students need:

- The required textbook chosen by the instructor

Unit 1: Introduction

Topic 1-1: Orientation and Administration

Terminal Learning Objective

At the end of this topic, a student will be able to identify facility and classroom requirements and identify course objectives, events, requirements, assignments, activities, resources, evaluation methods, and participation requirements in the course syllabus.

Enabling Learning Objectives

1. Identify facility requirements
    - Restroom locations
    - Food locations
    - Smoking locations
    - Emergency procedures
2. Identify classroom requirements
    - Start and end times
    - Breaks
    - Electronic device policies
    - Special needs and accommodations
    - Other requirements as applicable
3. Review course syllabus
    - Course objectives
    - Calendar of events
    - Course requirements
    - Student evaluation process
    - Assignments
    - Activities
    - Required student resources
    - Class participation requirements

Discussion Questions

1. What is a formative test? What is a summative test?

Activities

1. To be determined by the instructor.

Topic 1-2: Fire Officer Certification Process

Terminal Learning Objective

At the end of this topic, a student will be able to identify different levels in the Fire Officer certification track, the courses and requirements for Level I and II certification, and be able to describe the capstone task book and testing process.

Enabling Learning Objectives

1. Identify the different levels of certification in the Fire Officer certification track

- Company Officer
- Chief Fire Officer
- Executive Chief Officer

2. Identify the courses required for Level I and II
   - Company Officer 1A: Human Resource Management for Company Officers
   - Company Officer 1B: General Administration Functions for Company Officers
   - Company Officer 1C: Fire Investigation and Inspection for Company Officers
   - Company Officer 1D: All Risk Command Operations for Company Officers
   - Company Officer 1E: Wildland Incident Operations for Company Officers
   - ICS-200.B: Incident Command System For Single Resources and Initial Action Incidents
   - Intermediate Wildland Fire Behavior S-290 (classroom delivery only)
   - Instructor I: Instructional Methodology
   - Hazardous Material Incident Commander (as offered by the California Specialized Training Institute)
3. Identify any other requirements for Level I and II
   - Complete experience requirements
4. Describe the capstone task book process
   - Complete all prerequisites and course work
   - Submit application and fees and request capstone task book
   - Complete all job performance requirements included in the task book
   - Must have identified evaluator verify individual task completion via signature
   - Must have Fire Chief or authorized representative verify task book completion via signature
   - Must be employed by a California Fire Agency in the position prior to submitting completed task book to State Fire Training
5. Describe the certification examination process
   - Complete course work
   - Schedule online certification examination
   - Schedule skills evaluation test

Discussion Questions

1. How many levels are there in the Fire Officer certification track? What are they?

Activities

1. To be determined by the instructor.

Topic 1-3: Definition of Duty

Terminal Learning Objective

At the end of this topic, a student will be able to articulate the duties of a company officer level I and II and wildland fire officer level I.

Enabling Learning Objectives

1. Identify the duties of a company officer level I:
   - This duty involves utilizing human resources to accomplish assignments in accordance with safety plans and in an efficient manner. This duty also involves evaluating member performance and supervising personnel during emergency and nonemergency work periods, according to the following job performance requirements.
   - This duty involves dealing with inquiries of the community and communicating the role, image, and mission of the department to the public and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.
   - This duty involves general administrative functions and the implementation of departmental policies and procedures at the unit level, according to the following job performance requirements.
   - This duty involves conducting inspections to identify hazards and address violations, performing a fire investigation to determine preliminary cause, securing the incident scene, and preserving evidence, according to the following job performance requirements.
   - This duty involves supervising emergency operations, conducting preincident planning, and deploying assigned resources in accordance with the local emergency plan and according to the following job performance requirements.
   - This duty involves integrating health and safety plans, policies, and procedures into daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment that is in accordance with health and safety plans for all assigned members, according to the following job performance requirements.
2. Identify the duties of a company officer level II:
   - This duty involves evaluating member performance, according to the following job performance requirements.
   - This duty involves dealing with inquiries of allied organizations in the community and projecting the role, mission, and image of the department to other organizations with similar goals and missions for the purpose of establishing strategic partnerships and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.
   - This duty involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.
   - This duty involves conducting fire investigations to determine origin and preliminary cause, according to the following job performance requirements.

- This duty involves supervising multiunit emergency operations, conducting preincident planning, and deploying assigned resources, according to the following job requirements.
- This duty involves reviewing injury, accident, and health exposure reports, identifying unsafe work environments or behaviors, and taking approved action to prevent reoccurrence, according to the following job requirements.

3. Identify the duties of a wildland fire officer level I:
   - This duty involves basic wildland leadership, human resource management, and principles of supervision, according to the following job performance requirements.

Discussion Questions

1. None

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 1-1

Unit 2: Administration

Topic 2-1: Explaining the Impact of State and Federal Laws and Regulations

Terminal Learning Objective

At the end of this topic, a student, given a list of state and federal laws and regulations pertaining to fire services supervisors, will be able to explain the impact of state and federal laws and regulations as they apply to the company officer to reduce risk and civil and criminal liability.

Enabling Learning Objectives

1. Define:
   - Laws
   - Regulations
   - Codes
   - Standards
2. Identify state laws and regulations
3. Identify federal laws and regulations

Discussion Questions

1. Describe state and federal laws and regulations that pertain to the role of company officer.
2. How can these laws and regulations impact you personally?
3. What is the difference between a law, a code, a regulation, and a standard?

Activities

1. To be determined by the instructor.

Instructor Notes

1. Instructor needs to refer to the list of state and federal laws and regulations included under "California Laws Relating to Fires and Firefighters," on the CAL FIRE website, under the "About Us" tab. (The link is provided under "Office of the State Fire Marshal.")

CTS Guide Reference: CTS 4-1

Topic 2-2: Explaining Components of the Organization

Terminal Learning Objective

At the end of this topic, a student, given an organizational chart, will be able to provide a current, accurate explanation of the purpose of each management component of the organization, clearly identifying the organization's purpose and mission.

Enabling Learning Objectives

1. Identify the organizational structure of a department
2. Describe the role of allied agencies as they impact delivery service
3. Describe functions of management

Discussion Questions

1. What are the various responsibilities of each management component?
2. How does your organizational chart address span of control?
3. How does fiscal stability impact the organization's workload?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-5

Topic 2-3: Executing Routine Administrative Functions

Terminal Learning Objective

At the end of this topic, a student, given forms and examples of record-management systems, will be able to execute routine unit-level administrative functions, completing reports and logs and maintaining files in accordance with policies and procedures.

Enabling Learning Objectives

1. Identify administrative policies and procedures
2. Describe the proper use of a record-management system, including:
   - The information found in a record-management system
   - The value of a record-management system

Discussion Questions

1. Why is data collection so important to an organization?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-3

Topic 2-4: Describing the Purchasing Process

Terminal Learning Objective

At the end of this topic, a student, given established product or service specifications and purchasing policies and procedures, will be able to describe a purchasing process, including soliciting and awarding bids, that ensures competitive bidding.

Enabling Learning Objectives

1. Identify purchasing laws
2. Identify purchasing forms needed
3. Describe the organizational purchasing process

Define the competitive bidding processDiscussion Questions

1. What is the role of the company officer in the purchasing process?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-9

Topic 2-5: Developing a Project or Divisional Budget

Terminal Learning Objective

At the end of this topic, a student, given budget schedule and guidelines concerning the budget's preparation, will be able to develop a project or divisional budget, determining and justifying capital, operating, and personnel costs.

Enabling Learning Objectives

1. Identify the supplies and equipment necessary for budget items, which may include:
   - ongoing or new projects
   - repairs to existing facilities
   - new equipment
   - apparatus maintenance
2. Compute costs:
   - capital
   - personnel
   - operating
3. Describe appropriate budgeting system
4. Identify the proper procedure for allocating finances

Discussion Questions

1. What are the costs associated with existing programs or implementing a new program?
2. What portions of the budget impact the company officer?
3. What are alternative sources of funding?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-8

Topic 2-6: Preparing Budget Requests

Terminal Learning Objective

At the end of this topic, a student, given a need requiring expenditure and budget forms, will be able to prepare a properly formatted budget request that is supported with data.

Enabling Learning Objectives

1. Identify budget request policies and procedures
2. Identify the revenue sources
3. Describe the budget process

Discussion Questions

1. What are the benefits associated with involving the company officer in budget planning?
2. Explain how a budget system is used as a planning tool and as a control device.

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-4

Topic 2-7: Collecting Incident Response Data

Terminal Learning Objective

At the end of this topic, a student, given the goals and mission of the organization, will be able to explain the need for and benefits of collecting incident-response data, producing timely, accurate incident response reports.

Enabling Learning Objectives

1. Describe the purpose of collecting incident-response data

Discussion Questions

1. What kinds of incident-response data are collected?
2. How can it be used?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-6

Topic 2-8: Preparing a Report

Terminal Learning Objective

At the end of this topic, a student, given fire department record(s) and a specific request for detail, such as trends, variances, or other related topics, will be able to prepare a concise report for transmittal to a supervisor.

Enabling Learning Objectives

1. Describe methods for preparing and submitting a report

Discussion Questions

1. What types of reports might a company officer be responsible for preparing?
2. What kind of information would go into various kinds of reports?
3. Where would you go to gather information?

Activities

1. It is recommended that the instructor develop an activity directing students to form small groups and prepare a staff report.

CTS Guide Reference: CTS 4-11

Topic 2-9: Developing Plans for Organizational Change

Terminal Learning Objective

At the end of this topic, a student, given an agency's change of policy or procedures, will be able to develop a plan that results in the positive implementation of effective change in the organization.

Enabling Learning Objectives

1. Describe the process for planning and implementing change

Discussion Questions

1. What organizational changes has your agency experienced?
2. What are some ways to minimize negative associations with change?

Activities

1. The instructor must create an activity based on selecting a controversial topic and directing students to break into small groups to develop a plan that results in the positive implementation of effective change in an organization.

CTS Guide Reference: CTS 4-12

Topic 2-10: Developing a Policy or Procedure

Terminal Learning Objective

At the end of this topic, a student, given an assignment, the need to develop a policy or procedure, and the template for new policies or procedures, will be able to develop a policy or procedure that identifies the problem and proposes a solution.

Enabling Learning Objectives

1. Describe the procedure for developing new policies

Discussion Questions

1. What potential conflicts may arise as a result of the creation of policies and procedures?
2. How can these be anticipated and minimized?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-7

Topic 2-11: Recommending Changes to and Implementing Departmental Policies

Terminal Learning Objective

At the end of this topic, a student, given a new departmental policy, will be able to recommend changes to existing departmental policies and/or implement a new departmental policy at the unit level, communicating the policy to unit members so that they understand it.

Enabling Learning Objectives

1. Describe how to communicate change in a positive manner
2. Identify the procedure for recommending policy changes

Discussion Questions

1. How does your organization implement new policies or change existing policies?
2. How would you deal with implementing controversial changes or changes that you do not agree with?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 4-2

Topic 2-12: Preparing a News Release

Terminal Learning Objective

At the end of this topic, a student, given an event or topic and examples of formats used for news releases, will be able to prepare an accurate, properly formatted news release.

Enabling Learning Objectives

1. Describe the policies and procedures for preparing a news release
2. Describe the benefits and liabilities associated with social media use

Discussion Questions

1. What type of events might require the creation of a news release?
2. What are your agency's policies regarding news releases?
3. What would be appropriate and inappropriate information to include in a news release?

Activities

1. The instructor must develop an activity directing students to prepare news releases in small groups.

Instructor Notes

1. The instructor will find or create a template for the students to use.

CTS Guide Reference: CTS 4-10

Unit 3: Community and Government Relations

Topic 3-1:Explaining the Benefits of Cooperating with Allied Organizations

Terminal Learning Objective

At the end of this topic, a student, given a specific problem or issue in the community and a list of local, statewide, and national resources, will be able to clearly explain the benefits to the organization and the purpose for establishing cooperative external agency relationships.

Enabling Learning Objectives

1. Describe the types and functions of external agencies that impact the community
    - Local
    - State
    - Federal
    - Private
2. Describe the potential benefits of interaction with the community emergency response team (CERT)

Discussion Questions

1. What are some allied agencies in your community?
2. What are some of the challenges involved in partnering with external agencies?
3. How can you build constructive relationships with these agencies?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 3-3

Topic 3-2:Initiating Action to Address Community Needs

Terminal Learning Objective

At the end of this topic, a student, given policies and procedures and examples of community needs, will be able to initiate action addressing community needs.

Enabling Learning Objectives

1. Identify community demographics
2. Identify community service organizations
3. Describe the role and mission of the department
4. Describe the role of public relations and its impact on the organization

Discussion Questions

1. How do the demographics of your community affect your service delivery?
2. What are some examples of community outreach programs and how do they impact service delivery?
3. What types of partnerships with community service organizations can enhance your service delivery?

Activities

1. The instructor must create an activity directing the students to work in small groups to discuss and present additional ways their organizations could address community needs.

CTS Guide Reference: CTS 3-1

Topic 3-3:Initiating Action to Address Citizen Concerns

Terminal Learning Objective

At the end of this topic, a student, given policies and procedures and examples of citizen concerns, will be able to initiate action to answer a citizen's inquiry or concern or refer the concern to the correct individual for action, complying with all policies and procedures.

Enabling Learning Objectives

1. Identify community or organizational resources
2. Describe methods of responding to citizens' concerns

Discussion Questions

1. What are some examples of citizens' concerns that may be brought to the fire service?
2. How can the fire service deliver good customer service in the course of responding to concerns?

Activities

1. It is recommended that the instructor develop a role-playing activity.

CTS Guide Reference: CTS 3-2

Time Table

Segment	Lecture Time	Activity Time	Total Unit Time
Unit 1: Introduction			
Topic 1-1: Orientation and Administration			
Lecture	0:30		
Activity 1-1: To be determined by instructor		0:00	
Topic 1-2: Fire Officer Certification Process			
Lecture	0:30		
Activity 1-2: To be determined by instructor		0:00	
Topic 1-3: Definition of Duty			
Lecture	0:30		
Activity 1-3: To be determined by instructor		0:00	
Unit 1 Totals	**1:30**	**0:00**	**1:30**
Unit 2: Administration			
Topic 2-1: Explaining the Impact of State and Federal Laws and Regulations			
Lecture	1:00		
Activity 2-1: To be determined by instructor		0:00	
Topic 2-2: Explaining Components of the Organization			
Lecture	0:45		
Activity 2-2: To be determined by instructor		0:00	
Topic 2-3: Executing Routine Administrative Functions			
Lecture	0:30		
Activity 2-3: To be determined by instructor		0:00	
Topic 2-4: Describing the Purchasing Process			
Lecture	0:45		
Activity 2-4: To be determined by instructor		0:00	
Topic 2-5: Developing a Project or Divisional Budget			

Segment	Lecture Time	Activity Time	Total Unit Time
Lecture	1:00		
Activity 2-5: To be determined by instructor		0:00	
Topic 2-6: Preparing Budget Requests			
Lecture	0:30		
Activity 2-6: To be determined by instructor		0:00	
Topic 2-7: Collecting Incident Response Data			
Lecture	0:45		
Activity 2-7: To be determined by instructor		0:00	
Topic 2-8: Preparing a Report			
Lecture	0:30		
Activity 2-8: It is recommended that the instructor develop an activity directing students to form small groups and prepare a staff report.		1:00	
Topic 2-9: Developing Plans for Organizational Change			
Lecture	0:30		
Activity 2-9: The instructor must create an activity based on selecting a controversial topic and directing students to break into small groups to develop a plan that results in the positive implementation of effective change in an organization.		1:30	
Topic 2-10: Developing a Policy or Procedure			
Lecture	0:45		
Activity 2-10: To be determined by instructor		0:00	
Topic 2-11: Recommending Changes to and Implementing Departmental Policies			
Lecture	0:45		
Activity 2-11: To be determined by instructor		0:00	
Topic 2-12: Preparing a News Release			
Lecture	1:00		

Segment	Lecture Time	Activity Time	Total Unit Time
Activity 2-12: The instructor must develop an activity directing students to prepare news releases in small groups.		1:30	
Unit 2 Totals	**8:45**	**4:00**	**12:45**
Unit 3: Community and Government Relations			
Topic 3-1: Explaining the Benefits of Cooperating with Allied Organizations			
Lecture	1:00		
Activity 3-1: To be determined by instructor		0:00	
Topic 3-2: Initiating Action to Address Community Needs			
Lecture	1:00		
Activity 3-2: To be determined by instructor		0:30	
Topic 3-3: Initiating Action to Address Citizen Concerns			
Lecture	0:45		
Activity 3-3: It is recommended that the instructor develop a role-playing activity.		0:30	
Unit 3 Totals	**2:45**	**1:00**	**3:45**
Lecture, Activity, and Unit Totals:	**13:00**	**5:00**	**18:00**

Course Totals

Total Lecture Time (LT)	13:00
Total Activity Time (AT)	5:00
Total Testing Time (TT)	2:00
Total Course Time	**20:00**